# Factors Affecting Quality of Work Life (QWL) on Staff Job Satisfaction of Public, Private and Development Organizations in Nepal

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## Abstract

The purpose of this study was to investigate and analyse many aspects of quality of work life in different organizations in the context of Nepal. For this, the study was carried out using positivist prospective as this allows the researcher for the development of hypotheses based on established theories. A causal-comparative study design was employed to establish the causes and effects of particular variables. Using series of structural questionnaires, information was obtained from 415 Staffs who were employed in different organizations and different job roles in order to collect the primary data. Multiple regression, f-test, mean, and standard deviation were used in the studies. The study showed that work and workplace, reward and benefits and organizational process and culture were found statistically significant.

## Key Words

Work and workplace, reward and benefits, organizational process and culture.

## 1. Introduction

In any organization, the quality of work life and Staff job satisfaction is regarded as the most important factors. Job satisfaction can be defined as the positive feeling or attitudes of staffs towards their job. Staff's motivation to feel satisfied or happy with their work comes from a confluence of psychological, physiological, and environmental elements. Staffs are uncertain of their rights, working conditions are unsafe, coworkers are uncooperative, supervisor is not treating them with respect, and they are not taken into consideration when making decisions if they are not satisfied with the task that has been allocated to them by the boss. As a result, management needs to improve working conditions to raise Staff satisfaction among those who put up with difficult working circumstances (Bakotic & Babic, 2013; Clark, 1997; Hoppok & Spielgler, 1938).

Quality of work life (QWL) creates an environment of happiness that ensures satisfaction among the Staffs in any work setting. At the same time, satisfied Staffs may contribute positively to





maximize the outcomes of the organizational process. Motivation is the core of productivity. QWL facilitates in boosting up the overall level of Staff motivation by introducing a healthy, safe and rewarding working environment, and Staff's experiences in the workplace influence their health and psychological well-being (Porkalai & Sivapriya, 2018; Chan & Wyatt, 2007; Srivastava, 2007). In Reddy and Reddy (2010), QWL has been presented as a perceived extent of favorableness of a job environment for the Staffs. It is the relationship between Staff perception and total working environment. QWL is the degree to which the contributes to psycho-physical well-being of its members in an organizational setting. The goal of QWL focus is to increase the intra-organizational relationship.

Srivastava and Kanpur (2014) observed QWL measures Staff perceptions of their job happiness, drive, engagement, and commitment to their work inside a organization. These scholars recognized that The QWL measures how well Staffs can meet their basic needs while working for an organization. Businesses that are interested in improving QWL typically work to give their Staff members a sense of ownership, autonomy, responsibility, equity, pride, security, and flexibility. They encourage open channels of communication at all levels and provide chances for participation in decisions that affect Staffs in an effort to treat them fairly and with support.

Velayudhan and Yameni (2017) observed job satisfaction, working condition, well-being, home work interface/work life balance, career anticipation and compensation, training and development to study the QWL in the context of steel manufacturing organizations in Chennai, India. The study showed that effective Staff training and development would serve instrumental along the improvement of QWL situation in organizations. Accordingly, this study also confirmed the significance of job tenure and job security.

In Swamy, Nanjundeswaraswamy, Rashmi and Nanjundeswaraswamy (2015), QWL situation was obserbed in context of mechanical manufacturing in SMEs located in Karnataka of India by investigating the links between the work environment, relationships and collaboration, organizational culture and climate, training and development, Staff benefits, facilities, job security, autonomy, cooperation, and adequate resources to lead to QWL status in an organization. Similar were the research constructs and outcomes of the work of Nanjundeswaraswamy (2013), and Srivastava and Kanpur (2014).

1.1 Work and work place: Work can be defined as any physical or mental action performed for a purpose, as well as a person's place of work or job. Workplace refers to a place made available to an Staff for the purposes of carrying out work. The study of the work-life interface has placed workplace flexibility at the center, and work-life policy makers have used it as a key strategy to deal with the current global economy (Hill & Civian, 2008). Consider moving to a small town or

rural location with a cheaper cost of living, a more laid-back lifestyle, and a lower crime rate if you are a work-at-home Staff (Urbanska & Levering, 1996). Therefore this study purposed that better work and workplace has positive impact on job satisfaction.

1.2 Reward and benefits: A reward is any kind of compensation, advantages, privileges, or prestige that a company gives its workers in order to encourage them to give their best work. Staffs come to the organization with particular expectations of compensation. Some Staffs might be hoping for higher pay and benefits an economic reward while others might be looking for accommodations, transportation, healthcare, safety, and other perks. Reward is a term that describes advantages given by employers. These advantages typically include money, promotions, or advantages and satisfaction obtained from the work itself, such as pride in one's work, a sense of success, or belonging to a team. A human resource management concept that is gaining traction is giving Staffs reward choice, which provides them the freedom to choose the kind or amount of rewards they receive for their performance and eventually accomplishes corporate goals (White, 2009; Miceli & Heneman, 2000).

When workers are happy, they can be inspired to perform better and stay with the company for a long period. The most important factors in encouraging workers to perform more with less are reward and recognition (Bowen, 2000). Reward is the primary source of motivation. Motivated workers are more productive and committed to the organization, helping it to reach its objectives. These days, a lack of possibilities for growth is causing many firms to struggle with Staff retention (Mullins, 2005).

Lawller (1986) noted that the benefit, which is an addition to the compensation, is a part of the reward and incentive system. In addition, it includes non-monetary rewards given to Staffs for their efforts. Benefits encourage improved performance from Staffs and raise productivity and organizational commitment. It is crucial to keep in mind that an organization's reward and motivation system tells its workers what matters and should be supported. Therefore this study purposed that better reward and benefits has positive impact on job satisfaction.

1.3 Organizational process and culture: Determining the tasks that must be completed in order to achieve the goal, assigning those duties to persons, and positioning those individuals in a framework for making decisions are all part of the organizational process. principles and values that guide how organizations treat people. The seven essential elements of an organization's culture are individuality, aggression, performance orientation, innovation and risk-taking, attention to detail, and team cohesion were examined by Reilly, Chatman, and Caldwell (1991) in order to enhance workers' quality of life at work.

Values and attitudes within an organization's culture help to create its own social and





psychological environment. It displays the shared ideals, values, and beliefs of the organization's members. The culture of an organization encompasses its presumptions, beliefs, practices, conventions, values, symbols, structures, languages, and vision. Increasing the organization's productivity is necessary to foster a sense of cohesion and unity among Staffs as well as to encourage their passion and inventiveness. Organizational culture, which is predicated regarding mental structures that aid in explaining how Staffs think and make decisions, has a significant impact on Staff behavior (Tanaya & Kumar, 2015; Pettigrew, 1979). Therefore, this study purposed that better organizational process and culture has positive impact on job satisfaction.

## 2. Problem Statement

In order to achieve the intended exploration in a important, objective, and independently balanced and focused way, the research advise focusing on, What is the relationship between the formation of job satisfaction among staffs in various organizations and the quality of life related factors? in the context of private, public and development organizations. The objective of the study was to comprehensively examine the correlation between different Quality of work life related factors in order to support their members in determining their own job satisfaction.

### 3. Objectives of the Study

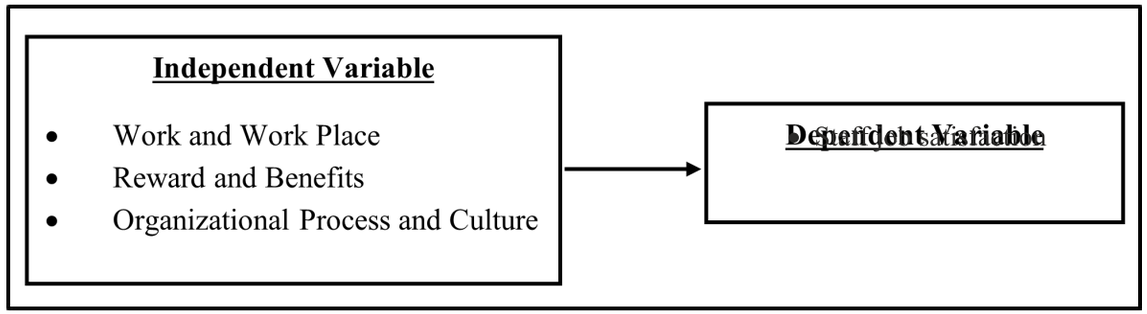
The objectives of the study are:

a. To assess the impact of work and workplace on job satisfaction among the Staff working in Nepalese organizations,

b. To explore the impact of reward and benefit on job satisfaction among the Staff working in Nepalese organizations,

c. examine the impact of organizational culture and process on job satisfaction among the Staff working in Nepalese organizations,

### Conceptual Framework



## 4. Research Methods

This paper has used causal-comparative and descriptive research design. Primary data was used as the foundation for the present study. The information was gathered using standardized questionnaires that were self-administered. Entire staff working in private, public and development sector of Nepal was the population of the study. By using the convenience sampling, 415 respondents were chosen. Multiple regression, t-test, f-test, mean and standard deviation were used for the data analysis.

## 5. Result of the Study

**Table 1**

**Demographic Status of the Respondents**

| Age | Frequency | Percent |
|---|---|---|
| Up to 26 Years | 60 | 14.46 |
| 27-45 Years | 308 | 74.22 |
| 46 Years and above | 47 | 11.32 |
| **Total** | **415** | **100** |

| Sector | Frequency | Percent |
|---|---|---|
| Private Org. | 145 | 34.94 |
| Public Org. | 229 | 55.18 |
| Development Org. | 41 | 9.88 |
| **Total** | **415** | **100** |

| Gender | Frequency | Percent |
|---|---|---|
| Male | 312 | 75.18 |
| Female | 103 | 24.82 |
| **Total** | **415** | **100** |

| Level | Frequency | Percent |
|---|---|---|
| Assistant Level | 149 | 35.91 |
| Junior Officer Level | 105 | 25.30 |
| Manager Level | 117 | 28.19 |
| Senior officer Level | 44 | 10.60 |
| **Total** | **415** | **100** |





**Table 2**

**Responses on Work and W orkplace, Reward and Benefits and Organizational Process and Culture**

| Work and Workplace | Mean | Std. Deviation |
|---|---|---|
| The working opportunity with creativity in this organization makes me feel quite satisfied. | 3.42 | 1.131 |
| The working procedures and organizational system practices are quite appealing here in this organization. | 3.27 | 1.096 |
| My job is normally matching the level of challenging that I love to be the part of, and thus I am quite satisfied to serve here. | 3.54 | 1.171 |
| My expected duties and responsibilities have been clearly defined, thus I feel happy to work here. | 3.53 | 1.217 |
| The availability of suitable operating technology in this organization serves as a source of continued job satisfaction | 3.46 | 1.148 |
| The workplace safety measures taken by my organization make me feel at ease while being on the job. | 3.40 | 1.159 |
| The work place hygiene practices serve as a powerful source of job satisfaction in my organization. | 3.41 | 1.178 |
| Respect to diversity within our organization in terms of gender, race, educational background, etc.) | 3.64 | 1.223 |
| **Reward and Benefits** | | |
| I regularly get appreciation of the supervisor on my better job performance, I feel more delighted to work here. | 3.23 | 1.276 |
| The existing Staff medical scheme motivates for my job satisfaction in this organization. | 2.91 | 1.275 |
| I firmly observe that the available Staff health insurance scheme of our office serves instrumental for Staff satisfaction. | 3.09 | 1.385 |
| My job satisfaction is affected by the leave administration policy of our organization. | 3.20 | 1.222 |
| The provision of performance based promotion of my organization affects my job satisfaction. | 3.16 | 1.242 |
| My job satisfaction here is a result of fringe -benefits that the organization is offering. | 3.15 | 1.218 |
| The prevailing provision for different allowances in my organization appeals me to work with happiness. | 3.20 | 1.239 |
| My organization's care for its Staffs regarding general well -fare influences the level of Staff job satisfaction. | 3.17 | 1.174 |
| **Organizational process and culture** | | |
| The organization has in place the defined set of rules and working procedures which appeal Staff motivation in this organization. | 3.19 | 1.106 |
| The prevailing practice of organizing Staff recognition programs as part of organization's annual plan of action appeals me most of the time. | 3.13 | 1.119 |
| The organization's system practices in responding to the stakeholders are quite encouraging for continued working here.) | 3.23 | 1.109 |
| The level of personal and professional integrity, love, care and support in practice of this organization makes me feel happy to work here. | 3.35 | 1.128 |
| The system of accountability for the job performance in our organization makes us committed to serve effectively. | 3.36 | 1.157 |
| The culture of providing adequate and timely information within the organization influences me positively most of the times. | 3.27 | 1.178 |
| In my organization there is a transparent system of right in time communication of organizational decisions taken. | 3.30 | 1.188 |
| As we are held collectively responsible for the consequences of our job performance in this organization, I feel quite good to continue my service here. | 3.38 | 1.179 |

Table 2 shows the responses from respondents on work and workplace, reward and benefits and organizational process and culture. Hence, the value mean of all statements included work and workplace above 3 (between 3.27 to 3.64), indicating strongly agreement among respondents.

Similarly, the mean value of all statement of reward and benefits statement except "The existing Staff medical scheme motivates for my job satisfaction in this organization" are more than 3. So, It can be stated that the respondents think the organization gives its employees better rewards and benefits. Finally, the mean value of all statement included in organizational process and culture are more than 3, which indicate that Staff perceived a very good organizational process and culture in their organization.

*Table 3*

*Model summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .982[a] | 0.967 | 0.966 | 6.379 |

Table 3 showed that adjusted R-Square value is 0.966. This indicates that 96.6 Percentage of the change in staff job satisfaction is caused by work and work place, rewards and benefits, organizational process and culture. As a result, the model fits is good

*Table 4*

*ANOVAa*

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 479115.776 | 3 | 159506.233 | 3813.725 | .000 |
| | Residual | 17003.541 | 412 | 39.54 | | |
| | Total | 496119.317 | 415 | | | |

To find out the significance of the coefficient of determination f-test has been calculated in table 4. F-test value is 3813.725 and the P-value (0.000) which is less than 0.01 level of significance. The H0is thus rejected at 1 Percentage significance level and it can be concluded at least one independent variable has significant linear relationship with the dependent variable. Thus, fitted linear model is valid. Employee job satisfaction is positively correlated with work and workplace, rewards and benefits, organizational procedure, and culture.





*Table 5*

*Coefficients of Multiple Regression*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.165 | 1.213 | | 1.754 | 0.076 |
| | Work and Work place | 1.175 | 0.067 | 0.258 | 16.901 | 0.000 |
| | Reward and Benefits | 1.717 | 0.069 | 0.379 | 25.387 | 0.000 |
| | Organizational process and Culture | 1.963 | 0.072 | 0.441 | 26.981 | 0.000 |

Table 5 showed the coefficient of multiple regressions. Work and work place, reward and benefits, and organizational process and culture were taken as independent variables and dependent variable is Staff job satisfaction.

Here, Observed Beta is 1.175, t is 16.901; the value of P is 0.000 at 5 Percentage level of significance which is less than significance level 0.01, So the association between the work and workplace and staff job satisfaction is statistically significant. The H0 is thus rejected. It suggests that staff job satisfaction is greatly impacted by the workplace.

Observed Beta is 1.717, t is 25.387, the value of p is 0.000 at 95 Percentage confidence level which is less than significance level 0.01, so there is a strong relationship between reward and benefits and Staff job satisfaction. The H0 is thus rejected. It suggests that staff job satisfaction is greatly impacted by reward and benefits.

Similarly, the observed Beta is 1.963 at 95 Percentage confidence level, t is 26.981, The value of P is 0.000 which is less than significance level 0.01, so the association between organizational process and culture and Staff job satisfaction is greatly impacted. The H0is thus rejected. It suggests staff job satisfaction is greatly impacted by organizational process and culture.

## 6. Conclusions

The study concludes that employee perceptions of job satisfaction with regard to work and the workplace, rewards and benefits, and processes and culture were statistically significant. Hence it can be concluded that there is strong correlation of Staff job satisfaction with work and workplace, reward and benefits, and organizational process and culture.

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